

Using Data to Improve Your Negotiations

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DOA/State Bureau of Procurement

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UW- Madison, Purchasing Services

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DOA/State Bureau of Procurement



Session Objectives

- Explore how various types of data can assist with making fact based decisions during solicitation development, contract negotiations and other contract management activities
- Identify resources for obtaining and verifying data
- Examine and discuss 2 case studies which used data to mitigate price increase requests





EVERYBODY,
ON YOUR
FEET!



Data here.
Data there.
Data everywhere.

**2,500,000,000,000,000,000
bytes daily!**



Defining Data

- Data
 - Quantitative statistics and facts for reference and analysis.
- Information
 - Data is processed, interpreted, organized, and structured in a given context.
- Context
 - Data requires context to become information. Information supports decision-making.

THE GOAL: Turning data into information into outcomes!

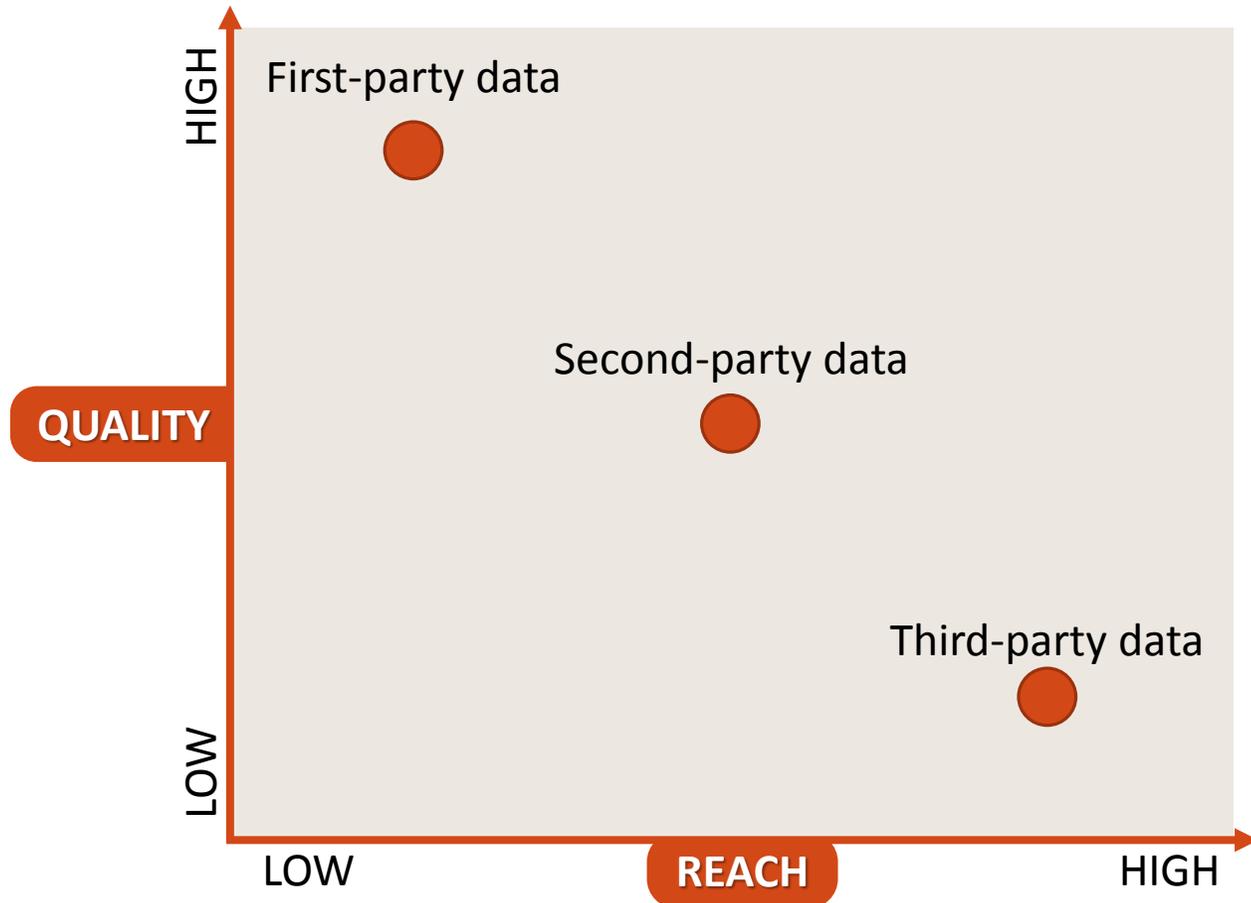


Data: Types and Uses



Data: Ownership

- First-party
- Second-party
- Third-party





Where can I find data?
How can I confirm that the
data is accurate and
verifiable?



External Data Resources

UNITED STATES DEPARTMENT OF LABOR
BUREAU OF LABOR STATISTICS
Home Subjects Data Tools Publications Economic Releases

Producer Price Indexes

BROWSE PPI
PPI HOME
PPI OVERVIEW

UNITED STATES DEPARTMENT OF LABOR
BUREAU OF LABOR STATISTICS
Home Subjects Data Tools Publications Economic Releases

Consumer Price Index

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The Future Of Payments

Digital payments revolutionized commerce. And now, commerce experiences will revolutionize payments. The future of payments won't be a linear story or a story strictly about payments. Instead, autonomous payments will be about making payments the invisible, invaluable part of an elegant, customer-first commerce experience.

[Download The Report](#)

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Internal Data Resources

- STAR – BI (Business Intelligence)
- STAR – Customized queries and other reports
- Management reports outlined in the contract and provided by supplier
- WISBuy and Shop@UW
- Benchmarks

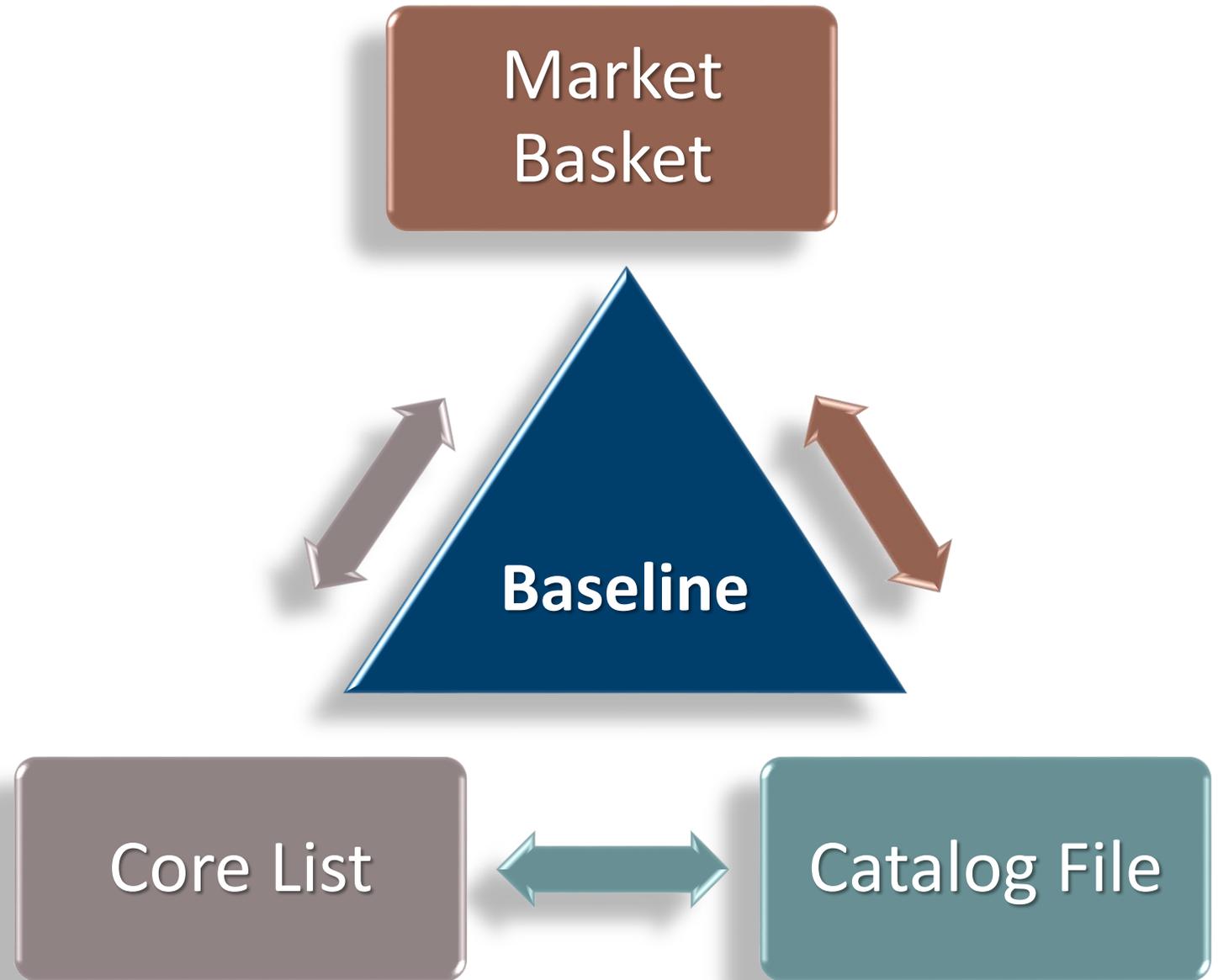




How can I gather data
for the solicitation?



Data for Comparison





How can I use data to mitigate price increase requests from suppliers?



DOA Case Study: Enterprise Cleaning Chemicals Contract

Product Definitions and Price List

- **Tier 1:** 121 Manufacturer-specific items from 6 manufacturers
- **Tier 2:** Discount-off manufacturer list prices for non-Tier 1 items (10 additional manufacturers)
- **Tier 3:** Discount-off manufacturer list prices for non-Tier 1 and Tier 2 items

Vendors on Contract: 6

Types of Products: Consumable/disposable items



DOA Case Study

Proposed Price Increases:

- **Tier 1:** Price increases on 87 of the 121 items from multiple suppliers
- **Tier 2:** Reduction to “discount off” amount from 4 manufacturers (pricing from 2 suppliers)
- **Tier 3:** No changes

Data Points:

- Tier 1 and Tier 2:
 - Actual pricing for prior year
 - Proposed pricing for this year
 - Alternative contracted supplier pricing
- Tier 1 item-specific utilization
- Supplier performance



Tier 1 Analysis: Pricing Comparisons

Data (and Detail)

- “Like” items versus “similar” items
- Identify products that have a price increase (87 of the 121 items)
- Identify market alternative prices for all items:
 - All items: 56 products have alternatives
 - Items with price increases: 47 products have alternatives

What is the impact of these pricing changes?

Information: Impact of each pricing option for products in Tier 1



Tier 1 Analysis: Pricing Comparisons

- Gojo: 32 products, including hand wash, sanitizer, shampoo
- Suppliers: 2
- Market Alternatives: 20 of 32 items
- Impact of price increase

Is this acceptable, or should we select alternative sources?

Price Increase	Supplier A	Supplier B
0%	5	23
1%	0	9
3%	23	0
5%	3	0
7%	1	0



Case Study: Tier 1 Analysis

Product Description	Supplier A	Supplier B	Market Alternative Exist?	9.1.17 Pricing	10.1.18 Pricing	Market Alternative Price
Handwash, foam, dispenser refill	72	668	Yes	\$20,492	\$20,553	\$21,993



Case Study: Key Performance Indicators

Ongoing impact of proposed pricing increase from contracted vendors:

- Cost savings (unit pricing and total cost of ownership)
- Supplier comparison (unit pricing): Vendor spend ratio
- Behavioral change (purchasing staff): Best price purchase rate
- Managed Spend (purchasing staff): Contract ratio spend



“Without rigorous contract management, 75% of sourcing savings can disappear within 18 months.”

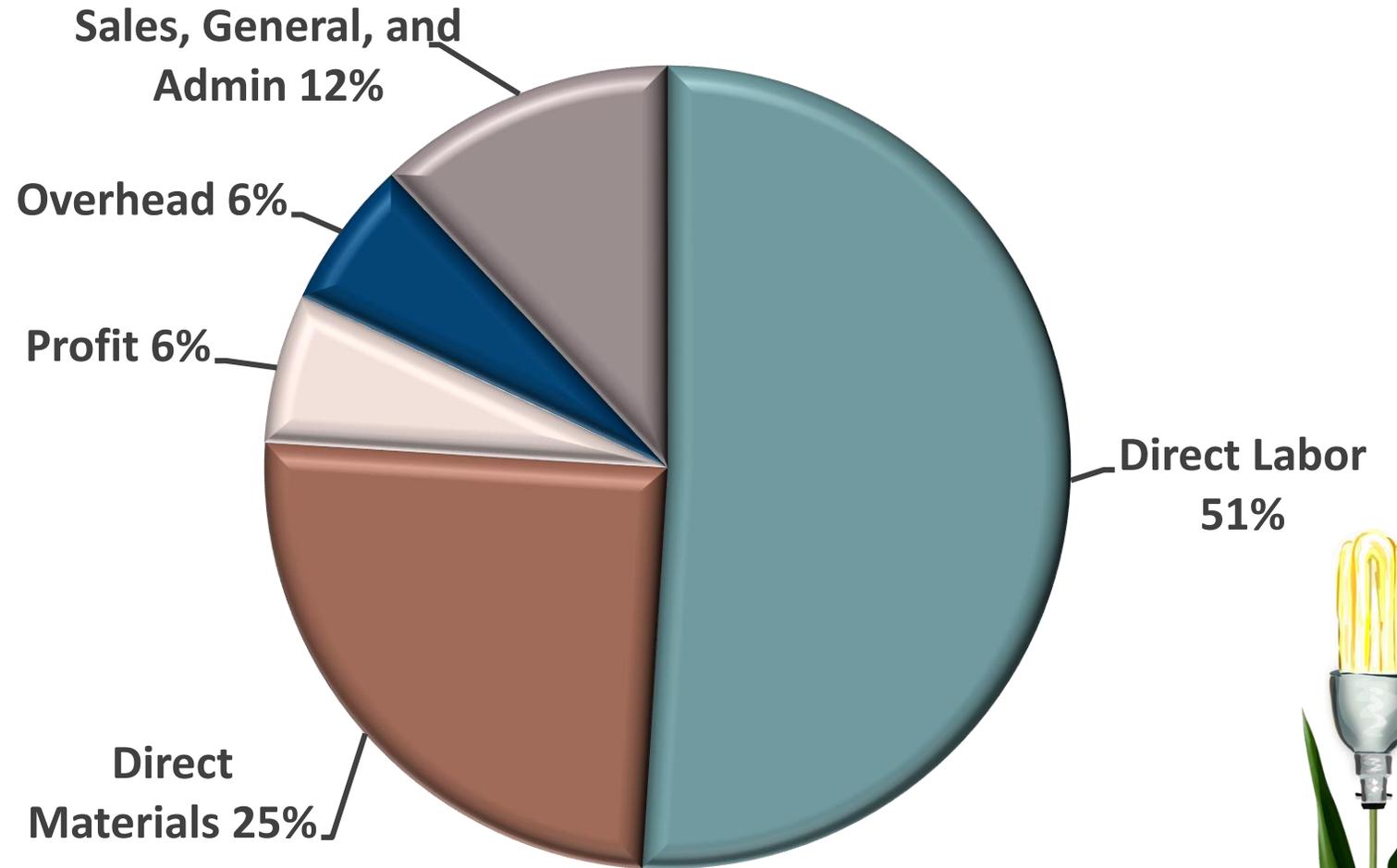
*Supplier Performance Measurement and Continuous Improvement
February, 24, 2010 – Corporate Executive Board*



Case Study – UW Madison

- **Five Buckets of Money:** Costs a manufacturer pays to make their product
- **Why is that important?**

Five Buckets of Money

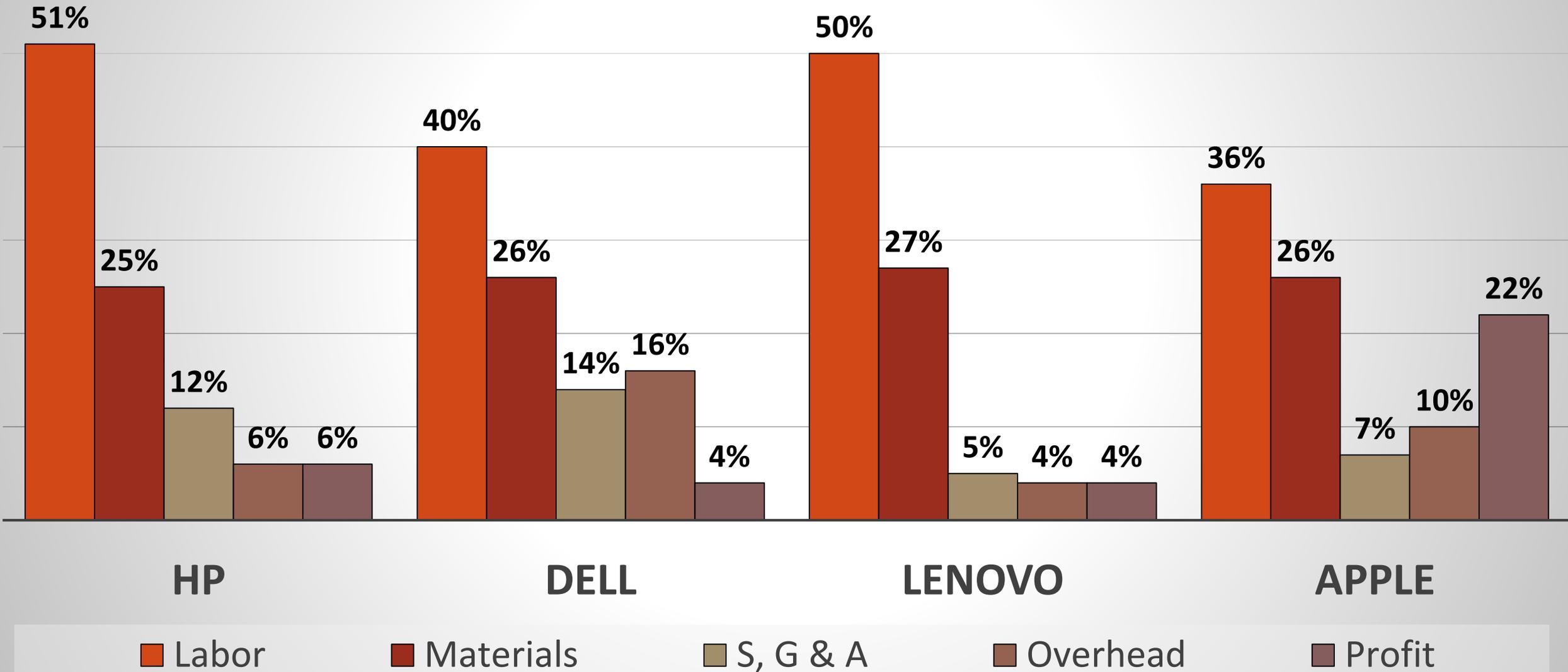


Five Buckets of Money

- Require supplier to provide breakdown for “5 Buckets” categories before agreeing to price increases
 - Only agree to increases for categories that have been provided
- Cost increases must be tied to “5 Buckets” and must include documented cost increase from manufacturer/market index
 - Ex: $(\text{Price} \times \% \text{ of price relating to direct materials}) \times \% \text{ increase}$
- Determine what an acceptable breakdown would look like (e.g., product category, other group)



5 Buckets of Money for BAFO



Case Study: Five Buckets of Money

- **Problem:** Vendors let us know about price increases due to the tariffs on products from China
- **Analysis:**
 - Made a list of products with hardware components from China
 - Calculated 25% price increase with and without “5 Buckets” methodology

Product Description	Actual Price Paid	25% Increase on All Costs	25% Increase on Material Costs Only
Grand Total	\$955,935.03	\$238,983.76	\$62,135.78



C/PPI Index

- Bureau of Labor Statistics (<https://www.bls.gov/data/>) or another mutually agreed upon Index
- Numbers show the value of products relative to the market at a given point in time
- Millions of rows of data, very complex, can't be implemented overnight

Download:  [xlsx](#)

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual	HALF1	HALF2
2008	208.757	209.526	211.542	212.662	214.932	215.738	217.459	215.971	215.465	213.363	209.053	205.959	212.536	212.193	212.878
2009	207.616	207.367	207.462	207.886	209.809	211.010	210.906	211.441	211.345	211.708	212.206	211.185	209.995	208.525	211.465
2010	212.104	212.456	212.952	212.929	212.984	212.186	212.535	212.784	213.339	213.332	213.066	213.778	212.870	212.602	213.139



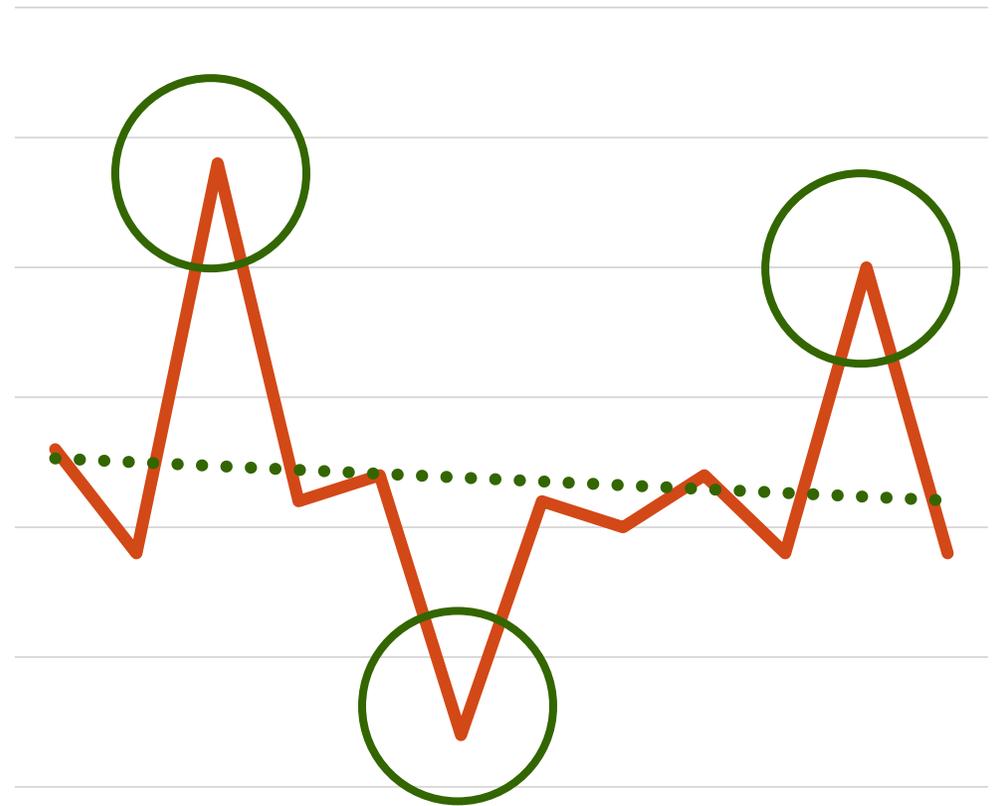
CPI Index: How to Apply It

Period	Qty	Total Spend	Avg Price	CPI	CPI Change	CPI % Change	CPI Predicted Price
FY17, July	188	\$237,950.11	\$1,265.69	164.092	--	--	\$1,265.69
FY17, Aug	132	\$148,585.01	\$1,125.64	164.890	0.80	0.00484	\$1,271.82
FY17, Sept	99	\$134,593.19	\$1,359.53	165.291	0.40	0.00243	\$1,274.90
FY17, Oct	99	\$112,623.70	\$1,137.61	165.454	0.16	0.00099	\$1,276.16



CPI Index

- When using averages, look at the peaks and understand what caused them
- CPI is not a good short-term measure (years are better than months)



Linear Regression

- Can be used to:
 - Compare items that are similar but not identical
 - Ex: Different sized computer monitors
 - Compare identical items sold in different sizes or packaging
 - Ex: Solvent sold in bulk vs individual-sized bottles
- Using the trend line formula, you can calculate the over/under of the price to the trend line to ask for a specific price reduction



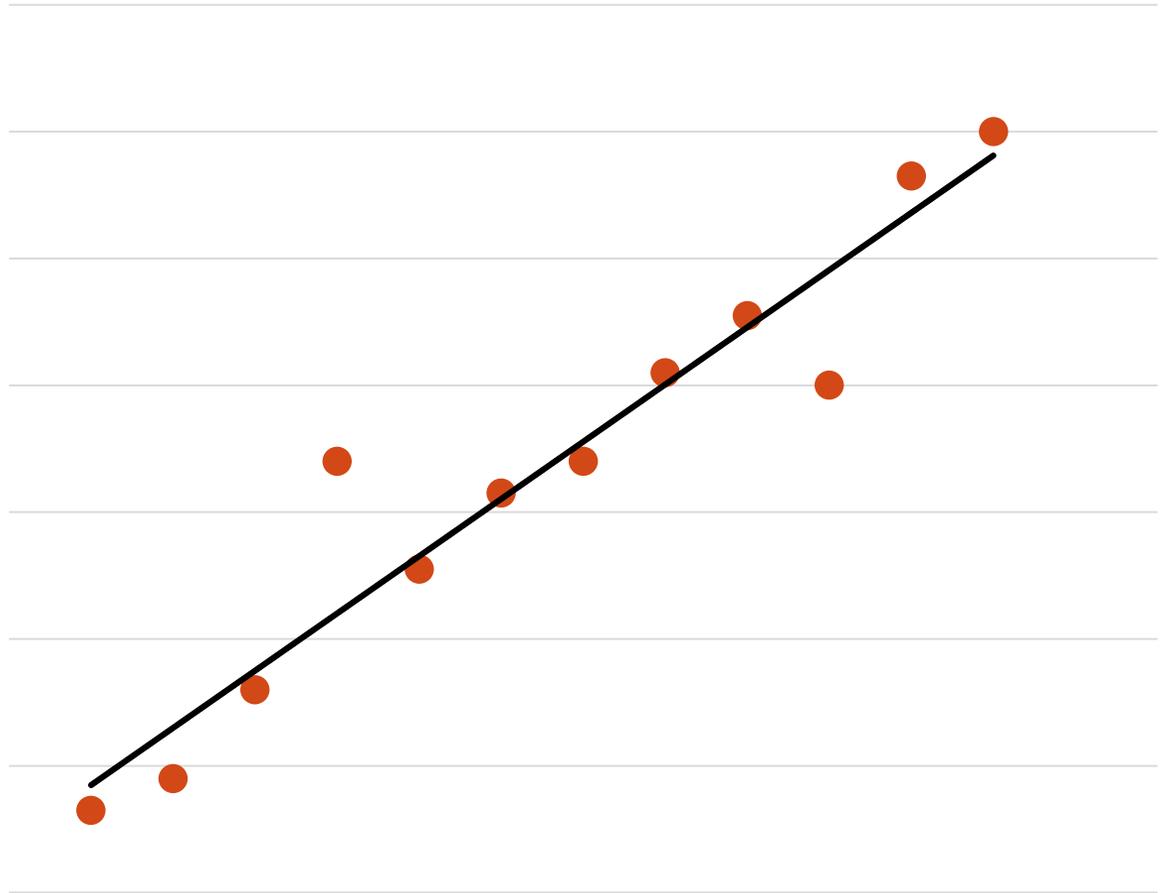
Linear Regression

- Create a baseline, use that each year
- Makes it more difficult to refute
- Will shift the discussion to:
 - Reducing the prices of items above the line
 - Raising the prices of items below the line



Linear Regression

- Suppliers will try to point out contradictions in the data
- Examples:
 - New technology vs old technology
 - Variations in specs (e.g., monitor resolution)
 - Country of origin



Case Study: Key Performance Indicators

Select data points to measure:

- Price
- Customer satisfaction
- Number of complaints
- Number of returns
- Lead time
- Risk
- Percentage of orders shipped complete
- On time delivery



Closing Thoughts

- Data will never be perfect, but it's still important to track
- Plan as much as possible before starting
- People will question your data – be open to feedback, but require facts and examples to explain how your assumptions or calculations are incorrect
- Understand where the data comes from
- Start small
- Seek out various strategic sourcing tools
- Data and methods used in manufacturing environments don't necessarily apply to what we do



Questions?

THANK YOU FOR ATTENDING!



Harvest Procurement Innovation

Supplemental Materials and Links

THE FOLLOWING SLIDES CONTAIN SUPPLEMENTAL
INFORMATION, EXAMPLES, AND LINKS FOR THOSE
WANTING A CLOSER LOOK



Supplemental Materials – Meet the Panel

Cathy Neidner

Cathy Neidner, Procurement Specialist, Senior has been with the State of Wisconsin for 7 years. Prior to coming to the State, Cathy has held various procurement roles, in the private section, which spans over 25+ years.

Todd Pooler

Todd Pooler, Procurement Specialist, Senior has been with the State of Wisconsin for 9 years. Along with experience in State procurement, has worked in industry for another 15 years for companies like Kimberly Clark, Bemis and Oshkosh Corp.

Linn Schifano

Linn Schifano, MPP, is a Data & Program Analyst in the State of Wisconsin Bureau of Procurement. Linn has a strong background in financial and data analysis, having previously worked in consumer lending and finance, economic development and health insurance.



Supplemental Materials - Data Sources

Fee-Based External Data Sources:

- Forrester <https://go.forrester.com>
- Gartner
<https://www.gartner.com/en>
- GovSpend
- ISM Reports

Internal Data Sources:

- STAR

Free External Data Sources:

- PPI and CPI from Department of Labor Statistics
<https://www.bls.gov>
- Procurement IQ (SBOP has a Login as part of NASPO membership – Contact SBOP for assistance)



Supplemental Materials - Other

How Much Data Do we Create Every Day? The Mind-Blowing Stats Everyone Should Read
Forbes - May 21, 2018

<https://www.forbes.com/sites/bernardmarr/2018/05/21/how-much-data-do-we-create-every-day-the-mind-blowing-stats-everyone-should-read/#192b0be160ba>



Supplemental Materials – Linear Regression

Every commodity/service will have different variables that you will want to measure. Here are some general links that you will need to understand to apply them to your data.

<http://onlinestatbook.com/2/regression/intro.html>

<https://www.spss-tutorials.com/simple-linear-regression/>

https://en.wikipedia.org/wiki/Simple_linear_regression

<https://owlcation.com/stem/How-to-Create-a-Simple-Linear-Regression-Equation>



Supplemental Materials – Examples of Key Performance Indicators

- Spend/Headcount
- Spend on core list
- Spend on contract/leakage off contract
- Average order size
- Average cost of product
- Average percent off list/NASPO/Benchmark
- Cost savings by commodity/vendor (cost avoidance and/or actual savings)
- Customer Satisfaction
- Number of Complaints
- Number of Returns



Supplemental Materials – From DOA Case Study

Scope of Contract [#505ENT-M16-CLEANINGCHEMS]

Included items:

- Hand, Body, Hair Chemicals
- Hard Surface (non-floor) Chemicals
- Floor Care
- Laundry Chemicals
- Ware Washing Chemicals

Excluded items:

- State Use Program
- Work Centers
- Alternative DOA enterprise contract items [U07, U93, U97, etc]

Required delivery criteria: maximum one week from order date.

Product Definitions and Price List

Tier 1: 121 Manufacturer-specific items from 6 manufacturers

Tier 2: Discount-off manufacturer list prices for non-Tier 1 items
(10 additional manufacturers)

Tier 3: Discount-off manufacturer list prices for non-Tier 1 and Tier 2 items

Vendors on Contract

6 current vendors

Pricing: including but not limited to insurance, packaging, shipping costs. No additional fees allowed.

Pricing changes and contract renewal term: October 1 through September 30.



Product Description	Supplier A	Supplier B	Market Alternative Exist?	9.1.17 Pricing	10.1.18 Pricing	Market Alternative Price
Hand Cleaner, foam, push dispenser refill	806	399	Yes	\$ 16,859	\$ 17,198	\$ 38,560
Hand Cleaner, foam, counter mount dispenser refill	588	-	Yes	\$ 14,371	\$ 14,806	\$ 21,844
Handwash, foam, dispenser refill	152	-	Yes	\$ 2,149	\$ 2,213	\$ 4,373
Handwash, foam, dispenser refill	54	-	Yes	\$ 764	\$ 786	\$ 1,945
Antimicrobial soap, lotion, bulk	7,281	150	No	\$ 155,097	\$ 159,757	
Hand Sanitizer, Purell, foam, touch-free dispenser refill	51	-	Yes	\$ 2,225	\$ 2,292	\$ 2,548
Hand Sanitizer, Purell, foam, push dispenser refill	2	22	Yes	\$ 1,061	\$ 1,064	\$ 1,192
Hand Sanitizer, Purell, foam, pump bottle (18 oz)	4	-	No	\$ 191	\$ 191	
Hand Sanitizer, Purell, gel, pump bottle, 8 oz.	216	15	Yes	\$ 7,184	\$ 7,184	\$ 9,155
Hand Sanitizer, gel, bottle, 2 oz.	-	58	No	\$ 1,643	\$ 1,643	
Handwash, foam, counter mount dispenser refill	392	528	Yes	\$ 13,634	\$ 14,030	\$ 36,119
Handwash, foam, dispenser refill	1,036	80	No	\$ 15,765	\$ 16,200	
Hand, Hair, Body Wash, dispenser refill	76	-	Yes	\$ 1,075	\$ 1,107	\$ 3,406
Antimicrobial Handwash, Provon, dispenser refill	51	-	No	\$ 1,658	\$ 1,707	
Medicated handwash, foam, Provon, dispenser refill	71	-	No	\$ 2,567	\$ 2,643	
Antimicrobial Handwash, foam, Provon, dispenser refill	-	-	No	\$ -	\$ -	
Handwash, foam, dispenser refill	72	668	Yes	\$ 20,492	\$ 20,553	\$ 21,993
Body & Hair Shampoo, Spa Bath, Dispenser Refill	100	8	No	\$ 3,315	\$ 3,469	
Handwash, foam, mild, dispenser refill	158	-	Yes	\$ 4,938	\$ 5,086	\$ 5,574
Handwash, anit-bacterial, foam, dispenser refill	556	-	Yes	\$ 7,862	\$ 8,095	\$ 20,305
Hand, Hair, Body Wash, foam, dispenser refill	534	-	No	\$ 7,551	\$ 7,775	
Handwash, foam, Provon with moisturizers, dispenser refill	18	-	Yes	\$ 508	\$ 523	\$ 542
Lotion Skin Cleanser, dispenser refill	37	-	Yes	\$ 1,183	\$ 1,242	\$ 1,520
Hand Sanitizer, Instant, Purell, foam dispenser refill	51	32	Yes	\$ 3,626	\$ 3,694	\$ 3,718
Handwash, foam, Pomeberry	400	610	Yes	\$ 31,636	\$ 32,012	\$ 39,077
Hand Sanitizer, Instant, Purell, dispenser refill	496	196	No	\$ 37,705	\$ 39,054	
Handwash, foam, Provon with moisturizers, dispenser refill	15	-	Yes	\$ 426	\$ 439	\$ 353
Antimicrobial Lotion Soap w/ chloroxylonol	4	256	No	\$ 8,112	\$ 8,112	
Handwash, anit-bacterial, foam, dispenser refill	427	-	Yes	\$ 13,271	\$ 13,271	\$ 14,599
Gojo spabath shampoo flat top 4gal/cs	-	-	Yes	\$ -	\$ -	\$ -
Hand cleaner, foam, dispenser refill	196	40	Yes	\$ 6,812	\$ 6,980	\$ 8,373
Spa bath body hair shampoo pink 4gl/cs	25	-	No	\$ 890	\$ 916	



Five Buckets of Money

Dell Hardware example FY2019 UW-Madison Spend Only

5 Buckets of Money

Product Desc	Actual Price Paid	25% Increase on all costs	25% increase on 26% Material costs
Latitude	\$248,502.29	\$62,125.57	\$16,152.65
OptiPlex Desktops	\$188,911.52	\$47,227.88	\$12,279.25
PowerEdge	\$113,321.65	\$28,330.41	\$7,365.91
Displays	\$97,439.71	\$24,359.93	\$6,333.58
Fixed Workstations	\$93,184.69	\$23,296.17	\$6,057.00
Dell Storage SC	\$92,365.59	\$23,091.40	\$6,003.76
CLIENT PERIPHERALS	\$48,159.25	\$12,039.81	\$3,130.35
Dell Storage OEM	\$22,806.35	\$5,701.59	\$1,482.41
Mobile Workstations	\$19,524.31	\$4,881.08	\$1,269.08
XPS Notebooks	\$14,399.70	\$3,599.93	\$935.98
ENTERPRISE PERIPHERALS	\$14,341.49	\$3,585.37	\$932.20
DISPLAYS	\$1,487.16	\$371.79	\$96.67
Other Electronics	\$759.99	\$190.00	\$49.40
IMAGING	\$731.33	\$182.83	\$47.54
Grand Total	\$955,935.03	\$238,983.76	\$62,135.78

List of products that have components coming from China

- Product Desc
- (All)
- Alienware Desktops
- Alienware Notebooks
- Chrome
- CLIENT PERIPHERALS
- Cloud Client
- CLOUD CLIENT
- Cloud Products
- CS 3RD PARTY SOFTWARE
- Dell Networking
- Dell Storage OEM
- Dell Storage PS
- DELL STORAGE SC
- Dell Storage SC
- DEPLOYMENT SERVICES
- DISPLAYS
- Displays
- ENTERPRISE PERIPHERALS
- ESG 3RD PARTY SOFTWARE
- ESG EDUCATION SERVICES
- Fixed Workstations
- IMAGING
- Imaging
- Latitude
- Mobile Workstations
- OptiPlex Desktops
- Other Electronics
- Personal Desktops
- Personal Notebooks
- PowerEdge
- SECURITY AND THREAT MANAGEMENT
- SUPPORT SERVICES
- Tablets
- UNKNOWN
- XPS Desktops
- XPS Notebooks



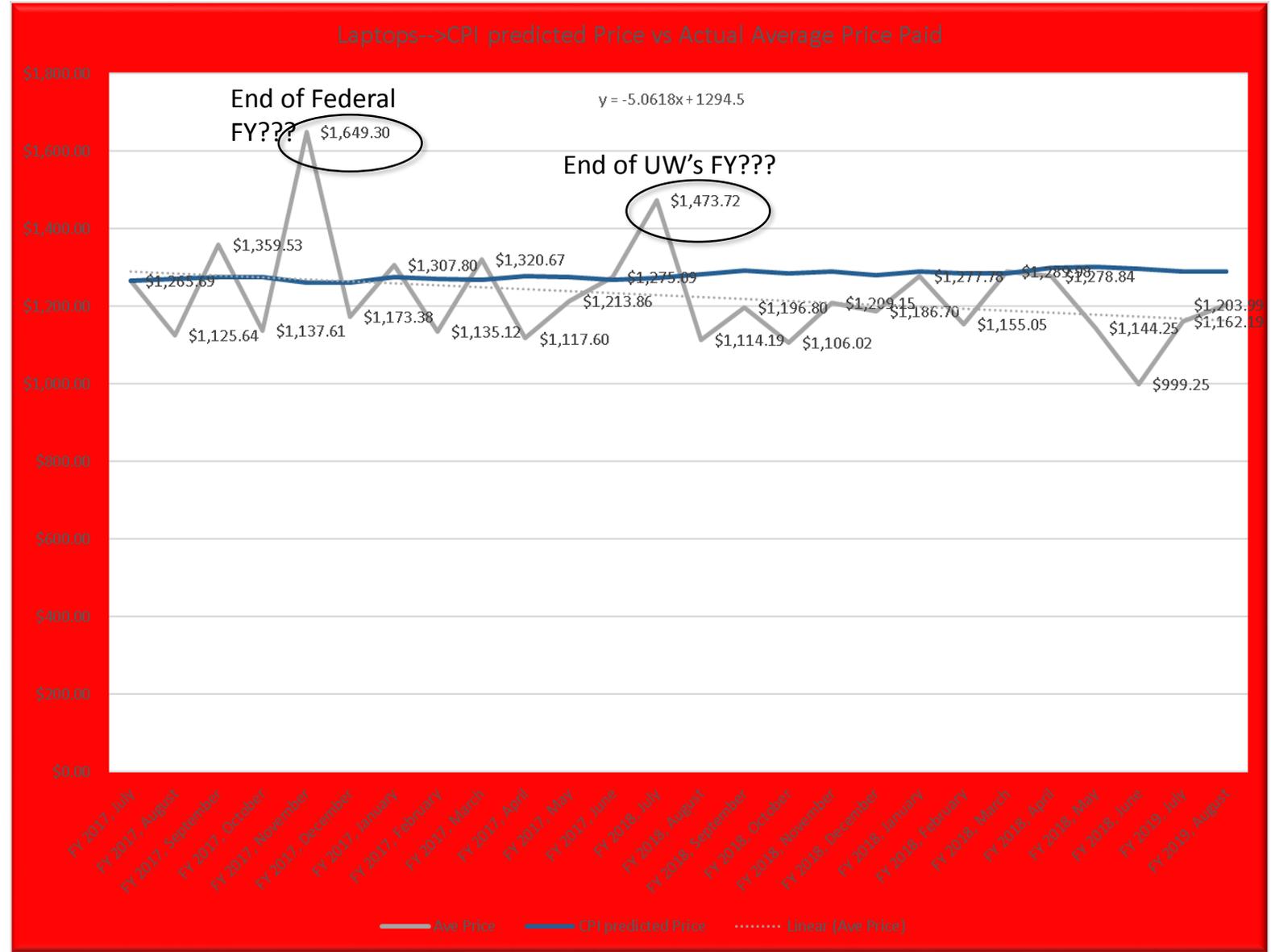
CPI Index

Time Period	QTY	Total Spend	Ave Price	CPI	CPI char	CPI % change	CPI predicted Price
FY 2017, July	188	\$237,950.11	\$1,265.69	164.092	-	-	\$ 1,265.69
FY 2017, August	132	\$148,585.01	\$1,125.64	164.890	0.80	0.00484	\$ 1,271.82
FY 2017, September	99	\$134,593.19	\$1,359.53	165.291	0.40	0.00243	\$ 1,274.90
FY 2017, October	99	\$112,623.70	\$1,137.61	165.454	0.16	0.00099	\$ 1,276.16
FY 2017, November	90	\$148,437.35	\$1,649.30	163.609	(1.85)	(0.01128)	\$ 1,261.77
FY 2017, December	118	\$138,458.95	\$1,173.38	163.691	0.08	0.00050	\$ 1,262.40
FY 2017, January	92	\$120,317.19	\$1,307.80	165.286	1.60	0.00965	\$ 1,274.58
FY 2017, February	168	\$190,700.99	\$1,135.12	164.788	(0.50)	(0.00302)	\$ 1,270.73
FY 2017, March	83	\$109,615.32	\$1,320.67	164.527	(0.26)	(0.00159)	\$ 1,268.71
FY 2017, April	135	\$150,876.15	\$1,117.60	165.906	1.38	0.00831	\$ 1,279.26
FY 2017, May	181	\$219,709.28	\$1,213.86	165.595	(0.31)	(0.00188)	\$ 1,276.86
FY 2017, June	188	\$239,717.82	\$1,275.09	164.499	(1.10)	(0.00666)	\$ 1,268.35
FY 2018, July	403	\$593,910.70	\$1,473.72	165.247	0.75	0.00453	\$ 1,274.09
FY 2018, August	305	\$339,827.56	\$1,114.19	166.368	1.12	0.00674	\$ 1,282.68
FY 2018, September	111	\$132,845.28	\$1,196.80	167.633	1.27	0.00755	\$ 1,292.36
FY 2018, October	132	\$145,994.79	\$1,106.02	166.856	(0.78)	(0.00466)	\$ 1,286.34
FY 2018, November	82	\$99,149.98	\$1,209.15	167.328	0.47	0.00282	\$ 1,289.97
FY 2018, December	80	\$94,935.70	\$1,186.70	166.150	(1.18)	(0.00709)	\$ 1,280.82
FY 2018, January	131	\$167,388.72	\$1,277.78	167.420	1.27	0.00759	\$ 1,290.54
FY 2018, February	193	\$222,924.23	\$1,155.05	166.612	(0.81)	(0.00485)	\$ 1,284.28
FY 2018, March	176	\$227,036.96	\$1,289.98	166.674	0.06	0.00037	\$ 1,284.76
FY 2018, April	83	\$106,143.71	\$1,278.84	168.517	1.84	0.01094	\$ 1,298.81
FY 2018, May	161	\$184,224.07	\$1,144.25	168.856	0.34	0.00201	\$ 1,301.41
FY 2018, June	735	\$734,449.60	\$999.25	168.380	(0.48)	(0.00283)	\$ 1,297.73
FY 2019, July	115	\$133,652.16	\$1,162.19	167.483	(0.90)	(0.00536)	\$ 1,290.78
FY 2019, August	110	\$132,438.78	\$1,203.99	167.475	(0.01)	(0.00005)	\$ 1,290.72



CPI Index

- When using averages, you need to look at the peaks and understand what caused them.
- CPI is not a good short term measure (years are better than months)



Linear Regression

Product	Size	Cost	Qty Purchase	bundle	Cost/In
Dell 19 Monitor - E1916H	19	\$ 83.49	13	Non Bundle	\$ 4.39
Dell 20 Monitor - E2016H	20	\$ 100.39	4	Non Bundle	\$ 5.02
Dell 22 Monitor E2216H	22	\$ 124.32	3	Non Bundle	\$ 5.65
Dell 23 Monitor - E2316H	23	\$ 131.49	16	Bundle	\$ 5.72
Dell 23 Monitor P2317H	23	\$ 136.59	1179	Bundle	\$ 5.94
Dell 24 Monitor - E2417H	24	\$ 148.39	5	Non Bundle	\$ 6.18
Dell 22 Monitor - P2217	22	\$ 136.28	2	Bundle	\$ 6.19
Dell 22 Monitor - P2217H	22	\$ 136.28	67	Bundle	\$ 6.19
Dell 24 Monitor for Video-Conferencing - P2418HZ	24	\$ 161.54	1	Non Bundle	\$ 6.73
Dell 24 Monitor - P2417H	24	\$ 164.00	284	Bundle	\$ 6.83
Dell 19 Monitor - P1917S	19	\$ 133.03	7	Bundle	\$ 7.00
Dell UltraSharp 24 InfinityEdge Monitor ? U2417H	24	\$ 182.00	838	Bundle	\$ 7.58
Dell UltraSharp 24 Monitor - U2414H	24	\$ 182.00	209	Non Bundle	\$ 7.58
Dell UltraSharp 24 Monitor - U2412M	24	\$ 202.96	57	Bundle	\$ 8.46
Dell UltraSharp 24 Monitor U2415	24	\$ 215.00	607	Bundle	\$ 8.96
Dell 22 Monitor P2213	22	\$ 204.71	2	Non Bundle	\$ 9.31
Dell UltraSharp 29 Ultrawide Monitor - U2913WM	29	\$ 286.52	6	Non Bundle	\$ 9.88
Dell UltraSharp 23 Skype for Business Monitor - UZ2315H	23	\$ 229.51	8	Non Bundle	\$ 9.98
Dell 27 Monitor- P2717H	27	\$ 278.80	31	Non Bundle	\$ 10.33
Dell UltraSharp 25 Monitor U2515H	25	\$ 267.65	18	Bundle	\$ 10.71
Dell 24 Monitor P2416D	24	\$ 291.49	11	Non Bundle	\$ 12.15
Dell UltraSharp 29 Ultrawide Monitor - U2917W	29	\$ 395.99	2	Non Bundle	\$ 13.65
Dell 23 Touch Monitor P2314T	23	\$ 316.39	3	Non Bundle	\$ 13.76
Dell UltraSharp 27 InifinityEdge Monitor - U2717D	27	\$ 376.61	211	Bundle	\$ 13.95



Linear Regression

